shows still fail to find an audience, we cancel them. Not because of their ownership, but because they are causing us to forgo advertising revenue, our lifeblood.

Let me state categorically, CBS does favor certain programs over others. We favor programs that garner more audience than their counterparts, whatever the production source.

A decade ago under Federal Court pressure, not unlike that now present in the ownership proceeding, the FCC repealed its FINSYN rules, finding that after 20 years the rules had not only failed to advance program diversity but may have actually inhibited that goal. At the same time the Justice Department withdrew its parallel consent decree independently reaching the same conclusion as the courts, that the rules did not work and were counterproductive.

But now like the Phoenix, FINSYN rises again in the guise of a 25 percent set aside for quote, "independent producers," unquote. Parenthetically, should this item advance any further, I pity the poor FCC staffer charged with coming up a definition of independent that is not arbitrary or capricious. To say nothing of how one could fashion a 25 percent set aside that would meet constitutional muster when it becomes clear that such a set aside would favor one programming form over another.

But let me stay focused on why the revised FINSYN rules

simply are unwarranted. Financing primetime network television is both expensive and risky. Each episode of a primetime drama can easily exceed \$2 million. Half-hour sitcoms are only slightly less expensive, and the only guarantee is that most will fail. Fail to last long enough to recoup that investment in the syndication marketplace.

A writer-producer with a good idea pitches it to networks and studios alike in search of what the program-ownership debate is really all about, financing. Under the old rules networks could not compete as a bank, a source of financing for writer-producers. The old FINSYN rules made the major studios the principal source of such financing, and as collateral and to protect themselves against the huge risks inherent in television production, the studios took a percentage of the potential syndication profits. Exactly what networks are now able to do in the post-FINSYN era.

It is as simple as that. More sources of venture capital for writer-producers with a good idea. It is not about creative freedom; it is not about program source diversity. As noted earlier, it is a fight over which wealthy and powerful entities will get to compete as financing sources for primetime programming.

The networks believe that more sources of financing for that programming is beneficial. Some of our opponents would like to restrict that arena for themselves. We believe the correct answer is self-evident and that is why we are bewildered that this long-ago discredited notion has crept back into the wholly unrelated ownership proceeding.

The proponents of the 25 percent set aside say they are doing so in the name of quote, "independent producers," unquote. As you can see, while these parties may be independent, only insofar as they are not affiliated with a broadcast network, they certainly are not the weak, the small, or the helpless, in need of government intervention or protection. Rather they are large powerful entities, who are asking the FCC to tilt the balance of negotiating power in their favor in the marketplaces of program production, and financing.

In short, they would like the FCC and not the marketplace to chose winners and losers. The FCC's focus, however, must be on the public interest, in this case the viewer. The facts show that the public interest does not equal resurrection of the FINSYN rules. Programming a broadcast network is a costly and risky enterprise. Shackling the broadcast network's ability to compete in the program financing marketplace, will serve only to bolster the deep pocketed and so-called independent producers at the expense of those entities who are not.

As the United States Court of Appeals for the Seventh Circuit said in overturning the FINSYN rules more than --

1 excuse me-- ten years ago and I quote, "It becomes 2 understandable why the existing producers support the financial 3 interest and syndication rules. The rules protect these producers against new competition both from the networks and 5 from new producers. The ranks of the outside producers of primetime programming have thinned under the regime of 6 financial interest and syndication rules. The survivors are 7 the beneficiaries of the thinning. They do not want the forest 8 9 restored to its pristine density. They consent to have their own right to self-syndication rights curtailed as the price of 10 a like restriction on their potential competitors, on whom it 11 is likely to bear more heavily." 12

Please, before anyone falls for the FINSYN siren song, remember the rules are unwarranted and they will be difficult, if not impossible, to write. Particularly, with the courts that have already found the rules counterproductive ready and waiting to review any attempts to revive them.

Thank you.

13

14

15

16

17

18

19

20

21

22

23

24

25

MR. WESTEN: Thank you, Marty.

That concludes the presentations by our very excellent panelists.

Let me first ask, does any panelist have a burning addition they want to make to the discussion? If not, let me ask Commission Copps if he has any question he would like to put to this panel?

Neither being the case, let me conclude simply by saying that I think the decisions facing the FCC are extraordinarily difficult and important. If you went back 50 years in this country and picked the average community, they would be lucky if they saw three television stations. Today, 50 years later, there are double or triple that number of over-the-year broadcast stations, there are more radio stations, and if you can afford them, a big if, there are also access to hundreds of DBS channels and cable channels. As well as new developing media, cellular, Internet and so forth.

At the same time one clear message, I think, we heard from virtually all the panelists is the importance of leaving room for creativity. And the relationship between structure and creativity is extremely important.

As Repound once said, that artists are the antenna of the race. The artists are those who, through their intuitions, vaguely perceive the future and translate them into creative tangible form. And I think its extraordinarily important that whatever formula the FCC comes up with, there is some capacity for building into that mathematical formula the ability to measure the potential of any ownership structure for not only permitting creativity, but for enhancing it and sustaining it.

start with our next panel.

Thank you very much.

We will take a five- to ten-minute break and then we will

MS. ORTIZ: Those of you who have signed up for the public comment period, when the second panel ends, would you please meet me over here by the podium so I can just explain to you how we're going to do this. We'll take a break after the second panel, and then start the public comment period.

MR. WESTEN: All right. Thank you for making that break so quick and efficient.

Our current panel is on local news. Dualopoly and cross-ownership rules. I think it goes without saying that local news is one of the cornerstones or needs to be one of the cornerstones of an American broadcasting system and American democratic system. The issue is difficult because ultimately the issue is not how good is local news but what's not on, what's missing. And is there a relationship between what's missing, if anything, and ownership and structure.

Now, the FCC has spent enormous effort over the last 70 years structuring at first AM radio and then FM radio and then television, to encourage high quality and diverse local news. And throughout, the FCC has struggled to increase the number of broadcast stations on the assumption that more stations is healthier than fewer stations and that more stations will generate better news, more news, and so forth.

In the 1980s the FCC, and then in the 1990s, Congress began to change their approach, allowing group owners to vastly increase the ownership of radio in particular to where in some

markets up to half the audiences are now controlled by one particular owner. And now the FCC is considering new revisions to those rules addressing television and newspaper cross-ownership and increased dualopoly ownership of let's say more than one radio or more than one television station in the market.

And these I think extraordinarily important questions, and the core issue here is how to spark again the most vital creative and diverse local news operations possible.

Do we need greater concentration of control in order to give us that quality of high quality news? Or will greater concentration of control decrease local news quality, pushing national organizations to centralize their operations in New York or Minnesota or Los Angeles?

And today we have with us again an extraordinarily talented and diverse group of panelists. Let me again say that we have about ten minutes for each presentation, and we will begin on your far left with Marty Kaplan.

Marty is Associate Dean of the USC Annenberg School of Communication. He's the director of the Norman Lear Center, and a former White House speechwriter and journalist. Marty.

MR. KAPLAN: Thank you, and thank you, Commissioner Copps, for encouraging us to turn out today and to be part of your road show that's so important.

My theme today is, what do we need to know? What do we as

citizens need to know to live our daily lives in this society, but also what do we, the FCC, need to know? It's a little presumptuous to say that we are the FCC, but you are our trustees, you are commissioned, someone has to commission you. We commissioned you, so we have to ask ourselves collectively as a society, what is it that we need to know in order to do what we in the name of the FCC are about to do?

Since 1998, with my colleague, Dr. Matthew Hale, who's here today, I've been conducting empirical studies of the content of local news on broadcast television. In particular, we've been looking at the quantity and quality of political campaign coverage by stations across the country in races at all levels of government in both primaries and general elections.

What's motivated these studies has been Thomas Jefferson's idea that Americans need to be informed in order to be good citizens. Since most Americans today say that they get most of their news from local television stations, the kind of attention that those stations pay to campaigns and elections, not in paid ads but in journalism, is a good measure of the health of our democracy.

Our most recent study is funded by the Pew charitable trusts and conducted in collaboration with the news lab at the University of Wisconsin, Madison, under the direction of Political Science Professor Ken Goldstein. To date, we have

captured and analyzed, from the 2002 midterm elections, about 90 percent of the campaign news stories that aired on the top-rated early evening half hour and the top-rated late evening half hour on 122 randomly selected stations during the last seven weeks of the campaign throughout the country. The stations are a representative national sample of the four top-rated broadcasters in the top 50 U.S. media markets covering 65 percent of the nation's households. Our data set of campaign stories is culled from more than 4,000 hours of local news programming, and we have analyzed to date almost 7,000 stories. It is the most ambitious such study ever undertaken in the U.S.

And today I'm going to be releasing for the first time the national findings of that study. And as you listen to these numbers, keep in mind as a kind of baseline: When the spectrum was given away for free in the late 90's it caused a creation of a commission that was co-chaired by Les Moonves, the president of CBS, and political scientist Norm Bernstein called the public interest obligations of broadcasters in the digital era.

The question they asked is, what is it that we the public should get in exchange for giving the spectrum \$80 billion, or so, worth of real estate? What do we deserve to get in return for that? And their answer was A) We shouldn't have a new regulation. We should do it on a voluntary basis. And

B) Here is the recommendation they came up with. They said that in the last month of every campaign, primary and general, presidential and mid-year, that every station, every night, should contain five minutes of candidate discourse, of candidates talking on their news. So that's the baseline, five minutes a night, every station around the country, every race.

Here's what we found in our study: Forty-eight percent of the early and late evening half hours of local news watched by most Americans during the 2002 general elections, nearly a majority of the broadcasts in our sample, contained no campaign coverage at all. When campaign stories did air, they mostly were less than 90 seconds long, they mostly contained no soundbites from candidates, they mostly came in the last two weeks before election day. They focused on strategy and polls, the horserace stories nearly half the time. They focused on statewide over local races by almost seven to one, and they were out numbered by paid campaign ads by nearly four to one.

In other words, most Americans probably saw more primetime entertainment on a single night than they saw election coverage over an entire campaign season of watching local news.

The -- the full results will be found on our website, www.localnewsarchive.org, where you can not only shortly see the results nationally and by local stations, you can actually gain access to and watch all 7,000 stories.

Today, the FCC is reported to be searching for an

objective formula for, as it says on its own website, a sound empirical basis for FCC media ownership policies that promote competition, diversity, and localism. Any such formula must take account of the current reality of local news. With the FCC's obligation to promote competition, diversity, and localism comes the obligation to measure competition, diversity, and localism. Until the FCC has empirical tools to measure local news and until it has used those tools in a broad sample of the nation's media markets, it will not be possible to conclude that current policies can achieve the FCC's goals. And it would be a riverboat gamble to overthrow those policies in order to do a better job of achieving them.

Of course the First Amendment permits local news broadcasters to air the amount and quality of news that they want, subject to the FCC's licensing requirements. And yes, some ways of assessing journalistic quality involve subjective elements. Drawing the line between hard and soft news, for example, may differ from person to person and place to place. But our research on campaign news suggests that there are some objective yardsticks that everyone might be able to agree on.

For example, we measure the percentage of broadcast news time that local stations spend covering campaigns and elections. The percentage of news broadcasts that contain at least one campaign story. The average length of campaign stories. The percentage of a station's campaign stories about

local races, and the frequency of length of candidate soundbites. Today, no one knows what those numbers look like across America. Not for individual stations, not for individual media markets, and not for station ownership groups. The closest that anyone has come to drawing those nationwide baselines, is the Lear Center research that I've described today, and our study is limited. Yet even with it's limitations, our data are powerfully suggestive of what a comprehensive national study could reveal.

For example, there is a huge range of performance among the 122 stations we studied. Some stations aired the campaign story on less than 20 percent of their top-rated half hours. Other stations had campaign stories on more than 90 percent of those broadcasts. Some stations spent only one percent of this most-watched news time on campaigns. Other stations spent as much as 11 percent. On some stations, an average campaign story was well over two minutes long. On other stations, it was just 40 seconds. Nine stations covered no local races at all during their top-rated half hours. Four stations devoted more than half of their political coverage to local races. Other measures also demonstrate how different television stations around the country can be.

This raises the research question of what range of news is available to Americans within individual media markets, where they live and watch and vote. And it brings as the policy

question of what ranges constitute acceptable competition, diversity, and localism. Here, too, our findings are suggestive.

Our study included 22 markets where we analyzed as many as three or four stations within that market. When you look at the percentage of news time they gave to campaign news and the frequency and length of their campaign stories, what did we find? In half of those 22 markets, virtually all the stations we studied were below or at the national average on each of those three measures. Localism shows a comparable result. When you measure what percentage of campaign stories in those 22 markets went to local races within half -- with in those markets what we discovered was that within half of our markets, all the stations we studied were below the national average.

For the FCC to do its job, it must be able to relate station ownership to station performance measures like these. While our research was not designed to study that correlation, our 122 stations do include 45 owned by large owners, with audience reach above 20 percent, 54 owned by medium-sized owners, and 23 by small owners.

It turns out that nationwide, the large owners in our study carry a lower percentage of local campaign news than the national average. The medium and small owners carry a higher percentage of local campaign stories. Our sample picked up 24 markets where we have data from stations with large owners

competing with stations from small or medium owners, or both.

In two of those 24 markets we're awaiting final numbers, but in

16 of the remaining 22 markets, stations with small or medium

owners provided more coverage of local elections than with the

large owner. There were only two markets where large owners

provided more local campaign coverage.

Before the FCC lifts the ownership caps, wouldn't it be useful to find out how owner size actually correlates to local campaign coverage and to other objective measures in markets around the country? What we already know from our study is this: Depending on what city Americans live in, the campaign coverage they get can be rich, poor, or anywhere in between.

Media competition, diversity, and localism -- those three FCC goals -- aren't about national averages. They're about the actual opportunities afforded by broadcasters to citizens within individual markets. Today no one knows what that complete picture actually looks like. Not for campaign news, not for any other kind of news. We're happy to make our data available to anyone wanting to start drawing that picture, but until those ambitious studies are conducted, any major changes in media ownership rules by the FCC can be no more than a roll of the regulatory dice. It is difficult to imagine Thomas Jefferson entrusting the future of American democracy to a crapshoot.

Thank you.

MS. TEAGUE: -- at KCBS. When I worked at KCAL, it was owned by Disney, and although Disney's taken it share of bashing today, I will say that its purchase of KCAL years ago and its commitment to television news and putting three hours of primetime news on the air I think really has been a benefit to this -- to this market. I worked for KCBS under a variety of owners including Larry Tish, Westinghouse, Viacom, and there was some Pillsbury guy in there somewhere. I can't even remember what his relationship to us was.

But the other dualopolies that we're witnessing right now here in this market are KNBC-TV, KVEA, and KWHY, which is part of the NBC-Telemundo merger. And there's also the merger of KTTV, FOX 11, and KCOP, which are now one television station, or operating as one unit. So it's really -- even though we're a year into the merger of KCAL and KCBS, it's really too early to tell what the full effects of this are going to be.

But let me talk a little bit about why the KCAL and KCBS merger is significant. As those of you who have spent much time watching television news in Los Angeles, you know that KCAL was quite a local news force in this market. It was a very strong independent, non-network affiliated station. So it had no obligation to any sort of networks, and it had very strong news. It -- as I said, we put on the -- I was there when we put on the first three-hour block of primetime news. The station routinely broke into programming for breaking news,

regularly offered more election coverage of virtually any station in Los Angeles, and offered more live election night coverage of any station in the market.

KCBS on the other hand was -- traditionally has been kind of what I call the "also ran" station among the three network affiliates. And one reason for that is that even though it's owned by a major corporation, it's had frequent management changes, shifts -- frequent shifts in management philosophy, frequent turnover of on-air talent, and really a confusion among viewers about the station's identity. Whether it's, you know, one -- one day it's the breaking news station, and the next minute it's a, you know, long-form station and people just get very confused about what it is.

It's also suffered from repeated budget cuts by its parent corporation. I know I went through many of those when, you know, the -- one of the ones that I remember the most was when we were ordered to do lots of tie-ins when Survivor first came on the scene. And so we went out and dutifully did our part about, you know, what kind of recipes you can find for cooking bugs in the wild and found people who actually did this and, you know, and all of the CBS stations did this and helped make Survivor a success.

Well, a few weeks later, you know, right after Survivor aired, you know, everybody was thrilled and said, "Oh, we've made so much money." And then a couple of weeks later they

came through and announced that our particular station hadn't made its revenue targets and then we were cutting millions of dollars from the budget and that was going to mean cuts within the news department. So, you know, I went through many, many times -- many, many situations like that, but what the result of that was that it really took away the resources that that particular station had to cover news.

1

2

3

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

I was fortunate about six years ago to be a part of an effort to -- to change the station's identity to one of serious investigative reporting through the creation of the special assignment unit and also a branding campaign, which some of you may remember, which was called What's Right With Southern California. And it was, you know, having some success. We had a general manager who was looking long term and trying to -which was one of his big mistakes, looking long term in television -- and he -- you know, we were very -- you know, trying to, you know, bring the station back and put it on the map for something substantive. Well, that didn't, you know, last very long. They said that he wasn't spending enough time on the bottom line, so he was removed. And as a result, they pretty much dismantled the effort. Special Assignment still exists but it's kind of, you know, a shadow of its former self.

In other -- in some cities, what's happened with dualopolies is that the -- both stations have continued to maintain their own identities and -- to the point of competing

with one another. Well, what's happened with KCAL and KCBS is a complete blending of these two stations. And they're now housed in the same location, coverage decisions for both stations are made at joint editorial meetings and through one assignment desk. Reporters work for both television stations and, in fact, they carry mike flags, you may have seen them, where you -- one side says "Channel 9", and you can just turn it and the other side says "Channel 2." So one moment you're Channel 2, and the next minute you're Channel 9.

Anchors who -- you know, traditionally that's who you identify with a television station. They regularly have show assignments, but they also -- there's a lot -- there's been a lot of switching from, you know, from station to station. So people are very confused about, you know, which station is which. And one reporter told me that, you know, people say, "Well, are you not there anymore?" You know, because they don't -- you know, they're just very -- it's confused the audience.

There's a real minimal effort to maintain the identity of either one of these television stations. The photographers and reporters are providing coverage of 11% hours of news each weekday on both of the stations, if you combine how much they're doing each day, which is a lot of news, obviously. But what's happening is that the reporters say that they don't have enough time to do quality reporting that they once did when,

for example, KCAL was independent from -- from KCBS. So what's happening is that they don't have -- they have to be live all the time, and they don't have time to change their stories from newscast to newscast.

But if you're at KCBS, you think, well, this is great because we have all these resources. We have now two helicopters to cover news. We -- you know, we have more reporters then we once did because it was a station that had just been drained by Viacom. And the effort seems to be at this point that the -- they are trying to prop up KCBS as, you know, to the -- to the detriment of KCAL.

So the effect seems to be a loss of identity for a once strong, independent voice in Los Angeles. And that's of KCAL. Since they're trying to prop up the weaker dualopoly partner. Since they once made coverage decisions independently, now you've got one set of voices; you have one decision. If there's a story that perhaps a lot of different stations are covering in the day, there would be discussions of each of the television stations about, how are we going to cover this story, who are we going to speak to, you know, what angle are we going to take to story? Now you have one decision. And they'll go to one location, as opposed to two locations. And so that, I mean -- that seems like a small number. But I mean, there's a lot -- you -- you add up all of those decisions that are being made throughout a year and that's a lot of different

locations that you're not going as a result.

So the product has been diluted. There's, you know, communities have one less outlet to get truly local news on the air. People are always complaining about trying to get through to anybody at television stations. I worked on the assignment desk and on the planning desk for many years. You know, trying to get through to anybody and get their attention about a story is virtually impossible. Unless it's appeared in the paper, unless somebody at this television station just happens to be interest in what it is that you're pitching, you know, you're really going to be out of luck. So it's even more difficult now with what's going on.

Sure.

I was just going to comment. One other -- one other thing that's going on is the KNBC-KVEA merger, and those -- those stations are about to merge at the end of -- at the end of this month and they will began to have their -- have newscasts from the same location and produce news together. So it's a matter of -- that one is obviously of great concern because you have -- in Los Angeles you have a real competitive situation between Telemundo and Univision. And to now have one of those voices be taken over by NBC, it's going to be very interesting to watch.

So in -- in conclusion, what I would urge the FCC to do is to study what's going on right now because I think it's just

too early to be able to tell what the final outcome of all of these mergers has been so far. And I just think that there's a lot more information that we need and a lot more evidence that we need.

Thank you so much for your time.

MR. WESTEN: Thank you, Sylvia.

Our next panelist, Jay Harris, is former publisher of the San Jose Mercury News, and currently holds the Wallis Annenberg Chair for Journalism and Communications at the USC Annenberg School and is founding director of the Center for Study of Journalism and Democracy. Jay.

MR. HARRIS: Thank you very much, Tracy.

Good afternoon, ladies and gentlemen. I truly appreciate the opportunity to speak at this forum, and I'd like to start by extending by thanks to Commissioner Copps and the FCC staff participating in this forum, and to Sandra Ortiz, executive director of USC Center for Communication Law and Policy, for organizing it.

I'm particularly appreciative of your commitment to this endeavor because of my concern that the public has only a minimal awareness of the sweeping rule changes the FCC is now considering. They do not know about the possible, if not probable, long-term impact of those changes on the news media the American people rely on for the information they need to fulfill their responsibilities as citizens.

Now, the commission has invited comments on the proposed rule changes and related studies and received several thousand comments in response. In addition, several thousand e-mails have been received and public hearings held. These facts inarguably reflect a degree of public input, but the volume of comment and the official process notwithstanding, I think it's safe to assert that the vast majority of people outside the beltway are not well or fully informed about the content or the likely impact of the proposed changes.

And if it is true, that most Americans are generally unaware of the changes being considered, the public discourse and public input that are bedrock ideals of our form of government have been largely illusory. So this hearing is particularly welcome.

I approach my remarks today with a particular focus on the public interest in the rejuvenation of an independent, diverse, and robust American news media. It is a subject I have some familiarity with having worked in journalism for more than three decades and positions including stints as a local and a national reporter, as executive editor of one metropolitan daily and publisher of another, and as a vice president for operations of one of the nation's largest newspaper companies.

Based on the experience and a personal familiarity with the dramatic changes that have swept the news media during my career, I would list the following among the most concerning of

the likely consequences of the changes the commission is considering:

First, a further reduction in the quality and quantity of news and information that Americans must have to fulfill their responsibilities as citizens in our democracy.

Second, a reduction in the diversity of voices and points of view in the continuing dialogue among citizens about matters of public import that a true and vital democracy requires.

Third, the probability that the rule changes will lead eventually to the further deterioration of the already lamentable quality of local television news in most communities.

And finally, the possibility that increased consolidation and cross-ownership of television and newspapers in a single market may lead to still more market-driven deterioration of the capacity of local newspapers to serve the needs of their communities.

You will note that I have stressed the public interest in framing my concerns about the potential impact of the proposed changes. I do so for two reasons. First, because I believe the public interest should be the paramount consideration in the development of the laws and regulations that govern our society. And second, I understand the public interest to be the central -- to be central to the responsible conduct of the FCC's mission, from its inception in the 1930s through to this

day.

Many observers believe that the priority of ascertaining and secured -- securing the public interest in its domain of responsibility is not the clear cut imperative for the commission that it once was.

The dominant trend at the commission since the mid-80's has been the weakening of regulations and guidelines for the broadcast industry. And the resulting impact on the public interest as it is represented in broadcast news programming has been decidedly negative. Local television news is the primary source of news for most Americans, but the substantive content of local television news reports has declined more or less steadily in most markets. So has the quality of the journalism local television news organizations produce.

During the last 20 years or so we have witnessed the takeover of the vast majority of our nation's television and radio news organizations by corporate conglomerates. It is ever more clear that the paramount priority of these corporations is not journalism in the public interest. It is increasing profits and return to shareholders. This should not be surprising as this is the primary purpose of these businesses.

It must be said in fairness that there are a few among them that do strive to balance the business priority of growth in profits and returns with the social priority of fulfilling

that public trust, which journalism, regardless of the media delivering it, constitutes. But such corporations are a decided exception.

Compounding the problem of the priority on growth, profits, and increased return is the now dominant pursuit of the highest audience ratings, the broadest market penetration, or the lowest common denominator in content. This is manifested daily in many ways, not the least of which is the increasing and worrisome tendency most evident in television to blend news and entertainment and news and entertainment values.

It should not go unnoted that this period has also witnessed the demise of serious journalism at most radio stations in our country. And it must be said clearly that the cumulative effect of these and other factors is the slow starvation of American democracy, an unintentional act accomplished by depriving citizens of the informational sustenance they require to actively engage the responsibilities of citizenship.

A visit to the FCC website reveals that neither in the summary statement of the commission's strategic goals nor in the summary statement of its six general goals for the next five years is the term "public interest" to be found. This may reflect the ascendant view at the commission over much of the last 20 years.

For example, in her prepared remarks for the address to